



STATE OF WASHINGTON

DEPARTMENT OF COMMUNITY, TRADE AND ECONOMIC  
DEVELOPMENT

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**CTED WorkFirst Business Outreach  
Bridging Economic Development and Workforce Development  
“Bridge”  
Request for Proposals**

**Purpose**

In an effort to enhance Washington’s economic vitality and workforce development, Washington State Department of Community, Trade and Economic Development (CTED) is requesting proposals for projects that will serve the needs of local business and WorkFirst job seekers, hereby referred to as “Bridge”. WorkFirst job seekers fill a particular niche in local workforce needs. The WorkFirst Program also offers unique resources for businesses for their workforce, such as hiring assistance, training resources and tax credits. By focusing on creative joint efforts with key economic and workforce development providers, WorkFirst Local Planning Area (LPA) partnerships\* could maximize opportunities for both businesses and WorkFirst job seekers.

“Bridge” funding is designed to provide resources for local economic development partners to support increased local partnership with WorkFirst LPAs, with the goal of expanding access for Temporary Assistance for Needy Families (TANF) job seekers to jobs that pay living wages, offer benefits, and provide wage progression opportunities.

Proposals should consider the following elements:

- Pursue a “dual customer approach” by serving local businesses seeking qualified workers, and by serving low-income jobseekers and incumbent workers looking to advance their careers.
- Organize multiple partners and funding streams around local workforce development goals.
- Improve local job placement outcomes for WorkFirst parents.
- Provide labor market services that go beyond recruitment and referral.
- Achieve results with innovative approaches and solutions to workforce problems.
- Reduce turnover and increase economic mobility for low-income workers.

\* Local Area Planning brings community partners to the table for communication, collaboration, resource sharing and the continuous improvement of the WorkFirst program. Its mission is to strengthen services to families receiving public assistance in order to help carry out the WorkFirst program locally and meet the specific needs of the community. The 32 Local Area Planning partnerships (LPAs) are made up of representatives from local and state agencies, community and technical colleges, nonprofit providers, contractors and other community partners that serve those most in need. The name of the leads are provided in APPENDIX I.

## **Project Description**

CTED will make \$150,000 available through a competitive application process to support three to five “Bridge” projects aimed at engaging local economic development organizations, such as economic development councils, ports, business incubators, chambers of commerce, and industry associations, to partner with WorkFirst and other workforce development entities.

## **Eligible Applicants**

Applicants must represent economic development interests of a local area. They can be, but are not limited to:

- Economic development councils
- Ports
- Business incubators
- Chambers of commerce
- Industry associations
- Industry sector partnerships
- Private sector businesses

**Must include a WorkFirst LPA partnership, and a minimum of one of the following local entities:**

- Community college
- Workforce Development Council (WDC)
- WorkSource

## **Funding Priorities**

Proposals that connect WorkFirst with one or more of the following strategies will receive special consideration:

1. Establish long-term relationships between business/industry and WorkFirst.
2. Develop new support methods or structures that meet the needs of TANF and low-wage incumbent workers to increase self-sufficiency through wage progression and job retention.
3. Leverage skill development opportunities through on-the-job training or formal training.
4. Establish coaching or mentoring program for unemployed and disadvantaged workers to prepare them for entry-level jobs in the industry.
5. Build on existing low-income incubator projects or support TANF self-employment projects.
6. Address the shortage of employers who hire limited-English speaking and/or minority workers;
7. Connect with local tribal enterprise projects.

## **Project Requirements**

Proposals need to include one or more of the following project elements:

- Leveraging with other partners and additional resources to meet local workforce needs
- Recruitment and hiring targets and timelines for WorkFirst job seekers
- Retention and/or wage progression targets and timelines for WorkFirst and low-wage workers
- Retention services for businesses who hire WorkFirst adults
- Leveraging other resources for short-term integrated customized training to meet specific hiring needs
- Leveraging other long-term career ladder opportunities, including training and education
- Sustainable beyond the duration of this funding

## **Performance Considerations**

Tracking performance is critical in order to measure the effectiveness the project. Negotiations between partners will need to identify expected outcomes, targets and ways in which projects will measure performance

The following is a list of possible measures to consider:

- Number of new job openings created as a result of the project
- Number of WorkFirst job seekers hired as a result of the projects
- Number of local industries or businesses that partner in support of the project
- Number of employees who stayed in their jobs, for example, 60, 90, 120 days
- Number of adults who receive a wage gain over a period of time, to be measured by an increase in average weekly income (for example: an increase in the number of hours worked, or hourly rate, or both)
- Number of adults who pursue wage progression through formal or on-the-job training for career advancement

## **Application Process**

1. **Concept Paper – The deadline for concept papers is August 27, 2004.** A concept paper, using the attached Concept Paper Cover Page and Project Description (Attachment A) must first be submitted prior to the development of the application. The Project Description may not exceed 2 pages in length. Submit an electronic to [beckyg@cted.wa.gov](mailto:beckyg@cted.wa.gov) and a hard copy to CTED, WorkFirst, P. O. Box 42520, Olympia, WA 98604-4252. Once the concept paper has been received, the proposer will be notified by e-mail. **Concept papers meeting requirements will be invited to submit a full application.**
2. **Full Application – Applicants with successful concept papers will be requested to complete the full project application (see attachments B, C and D).** Due September 17, 2004, the project applications will require signatures from the

economic development, WorkFirst LPA and workforce development partners. The application is available in Microsoft Word 2000 via e-mail, or from the CTED website at [www.cted.wa.gov/workfirst](http://www.cted.wa.gov/workfirst) and WorkFirst website at <http://www.workfirst.wa.gov/local/index.htm>. Once the application has been received and reviewed, all viable projects will be contacted for a presentation with the review team.

## **Resources**

WorkFirst and workforce development partner contacts:

- WorkFirst Local Planning Area Leads: See Appendix I.
- Community college contacts: (Appendix II)
- Workforce Development Councils: See Appendix III.
- WorkSource Centers: visit [www.wa.gov/esd/work/localconnections.htm](http://www.wa.gov/esd/work/localconnections.htm).

Questions regarding this Request for Proposals can be directed to Becky Gauthier, WorkFirst Business Liaison, Washington State Department of Community, Trade and Economic Development at (509) 736-2899 or [beckyg@cted.wa.gov](mailto:beckyg@cted.wa.gov). Additional information and technical assistance are available upon request.

**CTED WorkFirst Business Outreach**  
**Bridging Economic Development and Workforce Development**  
**“Bridge” Concept**  
**2004-2005**

*Concept Paper Cover Page*

(Due August 27, 2004)

**Organization:**

**Address:**

**Contact Person:**

**Phone:**

**Email:**

**Project Start Date:**

**End Date:**

**Amount Requested:**

**Service Area by County(ies):**

**WorkFirst Local Planning Area:**

**Contact Person:**

**Phone:**

**Email:**

**Is this proposal a:** ☐ **New Project**

☐ **Continuation of an existing project**

**Match Resource(s):**

**Amount:**

☐ **Cash** ☐ **in-kind**

**Number of WorkFirst adults to be served**

**Number of job placements**

**wage increases**

**training completion**

**Information provided**

**mentoring partnerships**

**Other:**  -

**Key Project Strategy (check all that apply):**

☐ Establish long-term workforce development relationships between business/industry and WorkFirst

☐ Develop new support methods or structures that meet the needs of TANF and low-wage workers to increase self-sufficiency through wage progression and job retention

☐ Leverage skill development opportunities through on-the-job training or formal training

☐ Establish coaching or mentoring program for unemployed and disadvantaged workers to prepare them for entry-level jobs in the industry

☐ Build on existing low-income incubator projects or support TANF self-employment projects

☐ Address the shortage of employers who hire non-English speaking and/or minority workers

☐ Connect with local tribal enterprise projects

Other: Please specify

<b>Bridging Economic Development and Workforce Development “Bridge” Concept</b>
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***Project Description***

(Maximum two pages only. You may use the following subject lines and delete the respective descriptions to save space.)

- I. Statement of Need.** Briefly describe the community needs as they relate to economic and workforce development, such as labor shortages, inefficiencies, unmatched resources, etc.
- II. Unique Opportunity.** Identify the condition that will enable this project to be successful in bringing about substantial impact. Please include demand and benefit factors driven by businesses/industries and WorkFirst job seekers.
- III. Project Description.** Describe the key components of the project.
- IV. Proposed Activities and Timelines.** Outline key action steps and timeline. Note: Activities should conclude by June 30, 2005.
- V. Performance Outcome.** Describe performance measures such as the number of individuals to be served, number of hires, average weekly income, average weekly wage increase, etc.
- VI. Partnership/Leverage/Coordination.** Identify key economic development, business, industry, WorkFirst and workforce development partners who have made commitments to the project. Include name of organizations, contact persons' name, title, phone number and email address as an attachment (not counted towards the two-page limit). No support letters are necessary at this time.
- VII. Budget.**

	<b>Funds Requested</b>	<b>Match</b>	<b>Description</b>
<b>Salaries and Benefits</b>			
<b>Travel</b>			
<b>Goods and Services</b>			
<b>Subcontract</b>			
<b>Equipment</b>			
<b>Other:</b> Please specify.			
<b>Direct Program Administration.</b> Not to exceed 5% of budget.			
<b>TOTAL</b>			

**Please describe sources of match funds. Identify whether they are in-kind or cash.**

**CTED WorkFirst Business Outreach  
Bridging Economic Development and Workforce Development  
“Bridge” Application  
2004-2005**

*Application Cover Page*

**Organization:**

**Address:**

**Contact Person:**

**Phone:**

**Email:**

**Project Start Date:**

**End Date:**

**Amount Requested:**

**Service Area by County(ies):**

**WorkFirst Local Planning Area:**

**Match Resource(s):**

**Amount:**

**\_\_Cash \_\_in-kind**

**Description of project (50 words or less):**

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By the signatures placed below, we acknowledge that we have been actively involved in developing this funding application, and commit to achieving the performance outcomes specified in this proposal.

**Applicant Organization:**

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President/CEO or designee

Date

**WorkFirst Local Planning Area Representative(s):**

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WorkFirst Local Planning Area Lead(s)

Date

**Workforce Development Partner(s):**

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Community College, Workforce Development Council, WorkSource or others

Date

**CTED WorkFirst Business Outreach**  
**Bridging Economic Development and Workforce Development**  
**“Bridge” Application**  
**2004-2005**

***Project Details***

Please provide a thorough response to the seven areas listed below in five pages or less. Your descriptions should fully describe the scope of your project.

- I. Statement of Need.** Briefly describe the community needs as they relate to economic and workforce development, such as labor shortages, inefficiencies, unmatched resources, etc.
- II. Unique Opportunity.** Identify the condition that will enable this project to be successful in bringing about substantial impact. Please include demand and benefit factors driven by both businesses/industries and WorkFirst job seekers.
- III. Project Description.** Describe the key components of the project.
- IV. Proposed Activities and Timelines.** Outline key action steps and timeline. Note: Activities should conclude by June 30, 2005.
- V. Performance Outcome.** Describe performance measures such as the number of individuals to be served, number of hires, average weekly income, average weekly wage increase, etc. Include tools (chart, graph, matrix and report formats) that will be used to measure and report outcomes on an incremental basis.
- VI. Partnership/Leverage/Coordination.** Identify key economic development, business, industry, WorkFirst and workforce development partners who have made commitments to the project and signed on the Cover Page of this application. Include name of organizations, contact name, title, phone number and email address as an attachment. Please provide statements of support. Email statements are acceptable.
- VII. New or Existing Projects.** Indicate whether this is a new or existing project. If this is an existing project, describe the duration, funding source accomplishments and future plans. Also specify how this proposal will compliment, and not duplicate existing efforts.

**WorkFirst and workforce development partner contacts:**

- WorkFirst Local Planning Area Leads: See Appendix I.
- Community college contacts: (Appendix II)
- Workforce Development Councils: See Appendix III.
- WorkSource Centers: visit [www.wa.gov/esd/work/localconnections.htm](http://www.wa.gov/esd/work/localconnections.htm).



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***Budget***

**Organization:**

	<b>Amount Requested</b>	<b>Match</b>	<b>Description</b>
<b>Salaries and Benefits</b> <ul style="list-style-type: none"> <li>• Staff salaries</li> <li>• Staff benefits</li> </ul>			
<b>Travel</b>			
<b>Goods and Services</b> <ul style="list-style-type: none"> <li>• Supplies and materials</li> <li>• Communications</li> <li>• Office rental &amp; utilization (match only)</li> </ul>			
<b>Subcontracts</b> <ul style="list-style-type: none"> <li>• Consultants</li> <li>• Contracted services</li> </ul>			
<b>Equipment</b> (match only)			
<b>Direct Program Administration</b> (Not to exceed 5% of the total budget. Indirect costs are not allowed.)			
<b>Other</b> (Please specify.)			
<b>TOTAL</b>			

**Comments:**

# LOCAL AREA PLANNING LEADS, as of July 9, 2004

APPENDIX I

	Planning Area Name	Lead Contact	Phone	Email
1	Asotin/ Garfield Counties LPA	Patricia Busse	(509) 751-4603	BUSSEPA@dshs.wa.gov
2	Benton/ Franklin Counties LPA	Tom Balzer	(509) 545-2684	Balzeta@dshs.wa.gov
		DeVonne Roth	(509) 547-0511 ext. 2412	DeVonne.Roth@columbiabasin.edu
3	Chelan/ Douglas Counties LPA	Jean Simpson	(509) 665-3724	jsimpson@esd.wa.gov
4	Clark/ Skamania Counties LPA	Beth Taylor	(360) 696-8417	beth@swwpic.org
		Mike Johnson	(360) 759-2950	johnsmc@dshs.wa.gov
5	Clallam County - Forks LPA	Andrew D. Pascua	(360) 374-2257	pascuad@dshs.wa.gov
		Sharon Brongill-Ryan	(360) 374-7753	sbrongil-ryan@esd.wa.gov
6	Clallam County - Port Angeles LPA	Evelyn Short	(360) 417-6381	evelyns@pcadmin.ctc.edu
		Merle Pender	(360) 457-2115	mpender@esd.wa.gov
7	Grant/ Adams Counties LPA	Karl Allison	(509) 766-4105	alliskm@dshs.wa.gov
		Todd Dixon	(509) 766-4105	tdixon@esd.wa.gov
8	Grays Harbor/ Pacific Counties LPA	Karen Klinger	(360) 537-2611	klingke@dshs.wa.gov
		JNeil Lee	(360) 538-2383	jlee2@esd.wa.gov
9	King Eastside LPA	Darlene Molsen	(425) 564-2003	dmolsen@bcc.ctc.edu
10	King South County LPA	Gay Kiesling	(425) 235-2352 ext. 5542	gkiesling@rtc.ctc.edu
		Marie Bruin	(206) 878-3710 ext. 3004	mbruin@highline.edu
11	King North (North Seattle) LPA	Julia Riley-Moore	(206) 545-7600	mooreje1@dshs.wa.gov
		Rebecca Rhodes	(206) 533-6605	rrhodes@shoreline.edu
12	Kitsap County LPA	Paul Coover	(360) 457-2121	pcoover@esd.wa.gov
13	Klickitat County LPA	Kathy Brockus	(509) 493-6141	brockkl@dshs.wa.gov
14	Lewis County LPA	Carol MacCracken	(360) 740-3801	maccrcs@dshs.wa.gov
		Lee Stevens	(360) 740-6880	lstevens@esd.wa.gov
15	Cowlitz/Wahkiakum County LPA	Roy Seiber	(360) 501-2429	seiberg@dshs.wa.gov
16	Mason County LPA	Dennis Smith	(360) 407-5083	dssmith@esd.wa.gov
		Kim Shidell	(360) 407-2023	shidek@dshs.wa.gov
17	Okanogan County LPA	Lois Sims	(509) 846-2006	simsl@dsht.wa.gov
18	Pierce County LPA	Trudi Keeling	(253) 471-4465	tkeeling@esd.wa.gov
		Carla Reyes	(253) 476-7030	reyescm@dshs.wa.gov
		Jean Watley	(253) 680-7292	jwatley@btc.ctc.edu

# LOCAL AREA PLANNING LEADS, as of July 9, 2004

APPENDIX I

	Planning Area Name	Lead Contact	Phone	Email
19	Port Townsend/East Jefferson County LPA	Dennis Kelly	(360) 379-4306	kellydm@dshs.wa.gov
		Phil Libott	(360) 379-4402	Plibott@esd.wa.gov
20	Rainier, Capitol, Belltown LPA	Melissa Kanaya	(206) 436-8620	<a href="mailto:mkanaya@ywcaworks.org">mkanaya@ywcaworks.org</a>
		Maggi Sutthoff	(206) 587-3855	<a href="mailto:msutth@sccd.ctc.edu">msutth@sccd.ctc.edu</a>
21	Burien/West Seattle LPA	Mike Morris	(206) 439-5319	<a href="mailto:morrimr@dshs.wa.gov">morrimr@dshs.wa.gov</a>
22	<b>NEW</b> Renton LPA	Pat Smith	(425) 793-5760	<a href="mailto:smithpp@sahs.wa.gov">smithpp@sahs.wa.gov</a>
23	Skagit/ San Juan Counties and Camano Island LPA	Nancy Wolke	(360) 416-7301	<a href="mailto:wolkene@dshs.wa.gov">wolkene@dshs.wa.gov</a>
24	North Snohomish County LPA	Gwen Delp	(425) 339-4716	<a href="mailto:delpgc@dshs.wa.gov">delpgc@dshs.wa.gov</a>
		Bill Dehmer	(425) 673-3161	<a href="mailto:denmeBF@dshs.wa.gov">denmeBF@dshs.wa.gov</a>
25	South Snohomish County LPA	Debbie Corn	(425) 673-3006	<a href="mailto:cornda@dshs.wa.gov">cornda@dshs.wa.gov</a>
		Jan Strand	(425) 640-1008	<a href="mailto:jstrand@edcc.edu">jstrand@edcc.edu</a>
26	Spokane/Lincoln County LPA	Mike Midciff	(509) 227-2727	<a href="mailto:midkimj@dshs.wa.gov">midkimj@dshs.wa.gov</a>
		Celeste Estrada	(509) 323-1228	<a href="mailto:cestrada@careerpathservices.org">cestrada@careerpathservices.org</a>
27	Thurston County LPA	Kathy Swartout	(360) 596-5401	<a href="mailto:kswartout@spscc.ctc.edu">kswartout@spscc.ctc.edu</a>
		Pam Grindstaff	(360) 786-5586	<a href="mailto:grindsp@co.thurston.wa.us">grindsp@co.thurston.wa.us</a>
28	Tri-Counties LPA	Fritzi Reber	(509) 685-5602	REBERFL@DSHS.WA.GOV
		Rod VanAlyne		<a href="mailto:rvanalyne@ruralresources.org">rvanalyne@ruralresources.org</a>
29	Walla Walla and Columbia Counties LPA	Elizabeth Guerra	(509) 529-4980	<a href="mailto:lizg@bmacww.org">lizg@bmacww.org</a>
30	Whatcom County LPA	Ronnie-Sue Johnson	(360) 714-4230	RSJOHNSON@ESD.WA.GOV
		Patricia Strand	(360) 714-4137	<a href="mailto:StranPA@dshs.wa.gov">StranPA@dshs.wa.gov</a>
31	Whidbey Island LPA	Liz Hanson	(360) 240-4740	<a href="mailto:hansola@dshs.wa.gov">hansola@dshs.wa.gov</a>
		Mike Riber	(360) 416-3510	Mriber@esd.wa.gov
32	Yakima /Kittitas Counties LPA	Darla Holwegner	(509) 225-6145	<a href="mailto:dholwegner@dshs.wa.gov">dholwegner@dshs.wa.gov</a>
		Cindy Maib-Robinson	(509) 248-6727 ext 254	<a href="mailto:cmaib@pfp.org">cmaib@pfp.org</a>

### COMMUNITY & TECHNICAL COLLEGE WORKFORCE EDUCATION DIRECTORS

Name	College	Address	Phone/Fax	Email
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## COMMUNITY & TECHNICAL COLLEGE WORKFORCE EDUCATION DIRECTORS

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DAVE CUNNINGHAM Dean, Industry/Technology & WRT	LAKE WASHINGTON TECH COLLEGE	11605 132ND AVE NE KIRKLAND WA 98034	Ph: 425-739-8269 Fax: 425-739-8298	dave.cunningham@lwtc.edu

**COMMUNITY & TECHNICAL COLLEGE WORKFORCE EDUCATION DIRECTORS**

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